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#1

Five-Year Program and Requirements - Operations School/TR

The Problem: To define the nature of the program and requirements of the Operations School for the period 1965-1970.

Factors Bearing on the Problem:

1. The programs of the Operations School during the period 1965-1970 will continue to reflect the needs of the Clandestine Services. Lacking a clear and official definition of those needs, as well as the character and requirements of the Clandestine Services, the Operations School must itself make certain basic assumptions:
 - a. The mission of the Clandestine Services will remain the same as present.
 - b. The Clandestine Services will experience some expansion in personnel, both operational and support.
 - c. The main input of case officer personnel will be from the Career Trainee Program.
 - d. There will be a continuation of the basic training requirements.
 - e. The main adversaries will continue to be the Soviet Union, and with an increasing emphasis on the Chinese Communists, and that these two Governments will continue their efforts toward world domination through subversion.
 - f. There will be a continuing trend toward nationalism throughout the emerging countries of the world, and the Soviets

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and Chinese will foment and capitalize on the ensuing turmoil in support of the wars of national liberation. The clandestine operator must be aware of the fact that the battle of domination is a political, economic, psychological, scientific, and military conflict and he must be knowledgeable in all of those fields.

g. The nations that have achieved the middle stage of development will continue to present problems to the U.S. by independent and unilateral action in opposition to U.S. policy.

h. The Clandestine Services will undertake more training with the support and advice (not participation) of the Office of Training.

i. The Office of Training must be capable of responding to the requirements of the Clandestine Services by being more flexible in presenting the type of training required at any specific time.

j. Because of the need for preservation of security in the Clandestine Services, there will always be a problem of providing adequate and up-to-date material for use in training.

k. Unless there is a radical change in the personnel management of the Clandestine Services, training will not assume its maximum potential, particularly with the middle and senior-grade officers.

l. Many of the Operations School's present courses are the product of historical development, and while efforts have been made to keep training current, there is no absolute assurance that training has been kept current to developments in both content and method of presentation.

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Analysis of the Problem and Discussion

Based on the aforementioned factors, we see the program and requirements of the Clandestine Services as follows:

a. There will be a continued need for the development of doctrine and up-to-date operational techniques in order to accomplish the mission of the Clandestine Services.

b. The Clandestine Services will require more extensive training support than in the past, because

(1) The input of CT's will increase. There is a good likelihood that a better trained product will be required. The CT entering the Clandestine Services will have to have language and area knowledge and in addition will have to be skilled in all aspects of clandestine operations to a point where he must be able to organize and conduct such operations with a minimum of guidance and supervision.

(2) There will be a greater tendency for CIA representations overseas to become decentralized; i.e., more bases. At the same time there will have to be a greater reliance on non-official cover. At these small stations case officers and support officers will find themselves becoming generalists rather than specialists.

(3) There will be a continuation of the aggressive Soviet attempts to penetrate or discredit the CIA and its operations requiring greater security in order to protect against hostile intelligence.

(4) To cope with the proliferation of scientific weapons there will be a greater need for operations against scientific and technical targets.

(5) There will be a continuation of the need for training of friendly foreign intelligence and security services; however,

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at some point in the future there must be the realization that practically every service we train will react in the following manner:

(a) They will reach the point where they believe they can go it alone [REDACTED] or [REDACTED]

(b) They will use the same techniques we have taught them against us, our allies or domestic (non-Communist) elements.

Conclusions

The following conclusions are presented concerning programs and requirements of the Operations School during the period 1965-1970:

a. Programs:

(1) A basic program to furnish the Clandestine Services with fully trained junior case officers.

(2) An intermediate program to train and increase the proficiency of middle-grade case officers in all advanced phases of clandestine operations.

(3) A series of courses to train personnel from the other (non-CS) components to adequately support operations of the Clandestine Services.

(4) An ability to accept the requirements of the Clandestine Services for training increased numbers of unilateral (deep cover) staff officers.

(5) An ability to train, both in the U.S. and overseas, the increasing number and variety of foreign intelligence and security services.

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b. Requirements

(1) A closer working relationship between the Clandestine Services and the Operations School.

(2) A greater need for adequate numbers of experienced and qualified Clandestine Services personnel as instructors.

(3) The recognition by the Clandestine Services of the contribution which can be accrued from proper training.

(4) Compulsory training requirements for the Clandestine Services to be keyed to promotions and eligibility to fill positions.

(5) A formal agreement and procedure for the Clandestine Services to provide doctrine, guidance, and training materials.

(6) A greater ability of the Operations School to respond to the requirements of the Clandestine Services, both long and short term.

(7) An immediate agreement and procedure for follow-up on training to ascertain the validity of instruction and improve training to cope with changing operational requirements (techniques and procedures).

(8) Continued efforts by the Operations School to explore all possible ways to improve its training. This includes adoption of new techniques as well as finding ways to make its training more realistic and practical

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#2

Operations School - Training 1965-1970

Training in the Operations School will continue to meet the needs of the Clandestine Services. In presenting a program of instruction in the period 1965-1970, the Operations School (with [REDACTED]) will reflect the following:

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1. **Basic Requirements:** To furnish the Clandestine Services qualified CTs (both case officers and operational support personnel) who will be trained in basic tradecraft or skills to qualify them to handle responsible positions in the Clandestine Services at Headquarters and overseas.

2. **General Tradecraft:** To furnish the Clandestine Services with qualified personnel who can organize and direct all phases of clandestine operations (FI, CI, CA, paramilitary).

3. **Developing Requirements:** It is felt that certain trends in the Clandestine Services will require the Operations School to respond by:

a. Providing adequate training of singleton, non-official cover personnel who will be able to assume major responsibilities in the conduct of clandestine operations with a minimum of support and guidance of personnel operating from official cover.

b. Providing adequate training for staff officers to cope with the fluid political situations likely to be encountered in the AF, NE, WH, and FE areas. This ranges from the conduct of conventional operations in a semi-hostile environment to paramilitary operations in a totally hostile situation. At the same time there must be a growing awareness of the interaction of the Clandestine Services with representatives of the U.S. Government and the implications of clandestine operations to U.S. foreign policy.

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e. Providing guidance and assistance where required to the Clandestine Services where they are either better equipped to conduct such training or where the Office of Training cannot adequately furnish the required support.

f. Providing adequate training of friendly foreign intelligence and security services, recognizing that there are substantial risks to U.S. operations and that such arrangements have a limited productive lifetime.

g. Providing more flexible training (and operational) support to the priority needs of the Clandestine Services. This would imply the use of training personnel in operations and operational personnel in training. It also requires an immediate response for advanced and specialized training with less reliance on formal programs and more dependence on practical application.

In order to produce this program and adequately support the Clandestine Services in its training requirements the Operations School will require:

- a. Adequate and qualified instructor personnel.
- b. Guidance, doctrine, and current material.
- c. The authority of the DDP to adequately train Clandestine Services personnel.

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